

INCIDENT MANAGEMENT PROTOCOLS

Jorgensen has direct experience with incident management protocols and structure used in the State of Georgia. Incident management operations are an essential element of the Jorgensen's protocol for this project. Jorgensen relies on real "hands on" experience of many limited access roadway systems with an appreciation for local community needs. This experience provides an understanding of Department requirements, comprehension of incident response partnership essentials with GSP (Georgia State Patrol), and seasoned interaction with other integral traffic incident management stakeholders, Tow Operations, Fire/Rescue, municipal sheriff offices, and DEP. In this section Jorgensen presents a detailed operation plan for incident response including the key elements of the Jorgensen Emergency Management Plan.

The proposed Program Manager and Contract Manager for this contract were prior GDOT employees. Additionally, we maintained the first comprehensive maintenance contract in the State of Georgia for three years and developed relationships with Georgia State Patrol and local sheriff offices along the I-95 corridor.

"My wife, Kay, works as a Senior Operator in our dispatch office. This week, especially after the events on Tuesday, not only her but some of the operator's that were working under her made NUMEROUS comments about the job and response that your company gives us! Ya'll are probably like us, don't get a lot of pats on the back for your job, but they wanted to extend their appreciation to your group for the job ya'll do!" – STEPHEN DRURY, GEORGIA STATE PATROL

1. PROCEDURES FOR INCIDENT/EVENT MANAGEMENT

Currently incident scenes are commanded by the responding law enforcement agency. Most major incidents are directed by the Georgia Department of Public Safety (Georgia State Patrol) while other less severe incidents in rural areas are commanded by presiding local law authorities (county or municipal police agencies). Information regarding incidents is transmitted to GDOT 511 (Traffic Management Center) by the agency commanding the scene. The TMC tracks all incidents inputting all information

into the NaviGator system. Information is updated via continual live updates from field personnel. In situations when a GDOT maintenance contractor is responding to an incident the contractor becomes the point of contact for GDOT511. Information relayed to the TMC includes location, direction, number of lanes blocked, number of vehicles involved, injuries, responding agencies, hazardous spills, and estimated time of clearance. Updates are provided every 15 to 30 minutes.

Jorgensen field response protocols are established for the variety of emergencies that can occur. Incidents typically include maintaining traffic flow in MOT response zones, restricting traffic from hazardous areas, managing live accidents, and responding to emergency asset damage. Jorgensen has a defined systematic procedural approach to achieve timely management for weather events, traffic incidents, and emergency asset health repairs. Additionally, Jorgensen procedures have been developed for events that are declared emergencies by the Governor. Management of traffic accidents will be the most common emergency event on this project and Jorgensen has outlined fundamental guidelines for Traffic Incident Management.

- » **STEP ONE:** Upon initial arrival, ensure the safety of all parties present at accident and relieving Law Enforcement Personnel within 15 minutes of arrival. This first objective includes immediately constructing the MOT needs of the individuals/vehicles involved in the incident and scene.
- » **STEP TWO:** Ensure the safety of secondary agencies/teams responding after Jorgensen arrival. This goal usually includes modifying the MOT zone to accommodate for dynamic needs of the incident.
- » **STEP THREE:** Ensure the safety of the traveling public. The nearby traffic and affected assets must be protected from further secondary incidents. This may involve further modifying resource requirements and MOT devices.
- » **STEP FOUR:** After surrounding parties are secure and safe; place every effort possible to promote the open lane availability. This may involve assisting other agencies, bringing in additional resources (other Patrols).

Following these priority guidelines, Jorgensen Dispatchers deploy RAM Patrols with scene assessment and necessary MOT/safety requirements. Communication through the Jorgensen Operations Center may result in additional Patrol Operators. Reliable communication within the project organization and among Jorgensen, TMC, the Department, law enforcement, and other agencies occurs throughout the event.

2. AGENCY AND PUBLIC NOTIFICATION

Keeping the TMC, the Department, and the public informed when incidents and emergencies are impacting the traffic flow is a key component of incident response operations. Jorgensen will notify the Department (via the Dispatcher) immediately upon occurrence of major incident/events, immediately upon road closure for roadway and/or structure closures exceeding one hour, and upon roadway and/or structure reopening. Generally, there will be three types of incidents that will require different levels of communication and notification responsibilities:

- » **MINOR INCIDENTS.** Typically, disabled vehicles and minor crashes that result in lane closures of less than 30 minutes.
- » **INTERMEDIATE INCIDENTS.** Typically affect travel lanes for a time period of 30 minutes to 2 hours, and usually require traffic control on the scene to divert motorists around the blockage. Full roadway closures might be needed for short periods during traffic incident clearance to allow traffic incident responders to accomplish their tasks.
- » **MAJOR INCIDENTS.** Typically traffic incidents involving hazardous materials, fatal traffic crashes with numerous vehicles, and other natural or man-made disasters. These traffic incidents typically involve closing all or part of a roadway facility for a period greater than 2 hours.

Every effort is made during the response process to gain accurate information and to respond accordingly. Jorgensen will contact the Department, TMC and provide accurate real-time information updates. Staff assigned to verify the incident will

carry the MOT equipment and materials needed for minor to and some moderate traffic accidents.

3. ASSURANCE OF MOTORIST SAFETY

A primary task Jorgensen must perform during an incident is ensuring motorist safety. The key method in achieving this is through a clearly navigable route for motorists through or around an incident site. Mobile variable message signs may be placed (by others) in advance of the traffic incidents to warn motorists of impending traffic delays, lane closures, or detours. Where variable message signs cannot be used effectively, detour information and other instructions are provided (by GDOT) through installation of temporary MOT work zone signs and traffic control devices in accordance with current GDOT Standards. During live scenes, Jorgensen communicates directly with GSP (or local law enforcement) personnel prior to any necessary MOT alterations. When events require a one-hour lane closure, an entire road closure, or involve a fatality, the Department is notified and provide progress updates the duration of the event.

4. HANDLING OF HAZARDOUS WASTE

Jorgensen assists with the containment and cleanup of hazardous waste and chemical spills within the project right-of-way. The incident response procedures include step-by-step instructions for responding to hazardous waste or chemical spills, along with telephone numbers for the state warning point and environmental emergency response contractors.

On occasion ambulance transport via helicopter is required for extreme medical situations. All response agencies work in cooperation with the scene commander. The State also utilizes a rotation of wrecker service companies to remain on call for incidents involving vehicles requiring towing services.

While every incident is unique a systematic method of responding remains constant. The first response is always to assess potential fire, electrical, or hazardous material situations which may further exasperate the scene. The second response is to respond to incident victims and assess medical conditions. The third protocol is to address traffic situations. As the scene progresses a number of

other steps are taken and the sequence will vary based on the individual incident. Steps of main concern to the Department include but are not limited to setting up temporary MOT, moving vehicles from travel lanes, clearing debris, mitigating spills, and updating the 511 Center.

5. COORDINATION WITH LAW ENFORCEMENT AND OTHER APPROPRIATE AGENCIES

Regular meetings and communication portals are established with local GDOT offices, and through traffic incident management meetings regarding plans to update emergency procedures, to facilitate coordination, and to verify sufficient supplies and equipment are available. To facilitate effective incident coordination Jorgensen will meet regularly with GSP and local law enforcement to discuss incident practices and procedures. During the project mobilization, Jorgensen staff will meet with many law enforcement agencies. During these meetings, Jorgensen will revisit incident management procedures and discuss criteria for structure closures, establishment of detour routes, and other logistical issues, including documentation, incident reporting and accessibility to accident reports. Jorgensen continues to establish contact with county Emergency Management offices and other agencies, including volunteer groups such as the Community Emergency Response teams (CERT). The primary objectives are to establish and maintain the most efficient and reliable means of communication, establish and update lists of contact names and numbers, and review emergency plans. Jorgensen's goal is to design procedures that reduce the risks of conflict or duplication of efforts while protecting the safety of motorists and others, minimizing impedance of traffic flows, and avoiding or limiting damage to roadways and structures during an emergency. Jorgensen will develop relationships with key Traffic Incident Management members including GSP, Tow and Wrecking Companies, Department of Environmental Protection and HAZMAT contractors, County Sheriff's Office, and Fire Rescue.

MULTI-AGENCY COORDINATION. Jorgensen responded to several incidents on the I-95 Corridor in Georgia in coordination with law enforcement and other agencies.



6. TRAFFIC CONTROL

Incident traffic control and MOT are fundamental operational processes well established among the Jorgensen team. Jorgensen will manage aspects of traffic control related to an incident/event including coordination with Governmental agencies when incidents/events spill over into roadways and/or structures. Jorgensen uses the following measures to routinely meet or exceed the Department's standards for traffic control and MOT:

- » **ADVANCED MOT CERTIFICATIONS.** Project Manager, Field Supervisors, RAM Patrols
- » **INCIDENT RESPONSE AND NATIONAL INCIDENT MANAGEMENT (NIMS) TRAINING.** project managers and supervisors
- » **EQUIPMENT AUXILIARIES.** Work trucks outfitted with high intensity LED strobe lighting, conspicuity tape, truck-mounted arrow-boards, cones, traffic signs

7. DETOUR ROUTES

Jorgensen will review detour layouts for the roadways and structures within the route limits. Prior to project commencement the Project staff will review critical Detour Route Plans. This plan includes maps, layouts, and MOT scenarios for traffic incidents within the system. Additionally, Jorgensen works in partnership with the Districts, the state, local law enforcement, TMC, and other agencies where additional guidance is required to assist with the development of new routes. Jorgensen support detour routes needs for incidents occurring on the system.

8. ASSESSING EMERGENCY REPAIRS

Jorgensen's seasoned team is ready to respond quickly and efficiently to incidents and assess emergency repairs as acquired from our extensive experience. There are many occasions where catastrophic damage to guardrail or pavement surfaces that must be mitigated upon arrival of an incident scene. Likely scenarios that may occur include:

- » **ASSET DAMAGE FROM INCIDENTS:** Jorgensen will secure the site with proper MOT before departure. Guardrail inventory high and frequent damage will occur. In the event of damages to crash cushions and barrier

wall, Jorgensen will notify the Dispatcher before leaving. Other roadway features will be frequently damaged from traffic incidents, examples include: downed traffic signs, turf damage, downed lighting poles, concrete spill damage, stormwater system damage, etc.

- » **OVER-TURN SEMI TRAILERS WITH PAVEMENT/ROADSIDE DAMAGE:** Due to the volume of semi traffic accidents on this roadway can cause significant problems. Severe pavement damage, lane closures and detours may occur.
- » **STORM DAMAGE/FALLEN TREES/CLEAR ZONE OBSTRUCTIONS:** Frequent rain, soft soil, and high seasonal winds will down trees within the ROW. Jorgensen's patrol will respond with hand equipment. Jorgensen will secure a reported clear zone obstruction by responding upon notification and securing with proper MOT before leaving the site.

9. DEBRIS REMOVAL

The Department gives the highest priority to safe traffic flow restoration following any emergency response including the most common event: hazardous debris removal from the ROW. Jorgensen has developed operational protocol for roadway debris events. Response equipment is dispatched to the field where the debris is removed from the ROW and disposed at the closest designated maintenance yard. Debris management and recycling storage areas are sectioned at the project maintenance yards. Debris removal is managed to maximize motorist and worker safety and to minimize impedance of traffic and possible damage to highways and other facility assets. Jorgensen has developed basic principles that are followed:

- » **PROACTIVE MANAGEMENT.** Accomplished by establishing a Road Service Patrol Program.
- » **INNOVATIVE EQUIPMENT.** Dump trailers, sweeping attachments, blowers.
- » **DEBRIS RESPONSE.** Removal within the time allocated by the emergency response for debris removal specifications.
- » **DEBRIS DISPOSAL.** Third party waste management services for recordable and legal disposal.

- » **RECYCLING PROGRAMS.** Established for cost reduction.
- » **PROGRAM COMPLIANCE.** Compliance with all Memorial Marker and Adopt-A-Highway program guidelines.

10. EVACUATION RESPONSE OPERATIONS

Jorgensen is prepared to assist in evacuation efforts in the event of a natural disaster, tropical cyclone events, or other major catastrophic event. Jorgensen managers work closely with DOT/EOC, county Emergency Management Offices, and local officials to support a plan that is integrated into a broader regional plan. Evacuation response activities are coordinated with DOT, EOC, TIM, GSP, local law enforcement agencies, other county and municipal agencies, and any other state and federal authorities involved. As with the incident response plan, the evacuation response includes detailed field procedures for disaster-related incidents of various types and magnitudes, as well as contact lists for government agencies, community and volunteer organizations, and staff.

11. SUBMISSION OF INCIDENT/EVENT REPORTS

Event reporting and records submission is a key process of information management associated with incidents. Given the emergent (and potentially catastrophic) nature of these events, Jorgensen has developed Accident Site Report (ASR) procedures to process this information. Accurate and complete information is documented during the incident. Technicians are equipped with mobile internet data devices for 'real-time' access to information. Information analysis reports and historic data management of operations give Jorgensen a significant advantage during planning phases of maintenance resources allocation. These reports provide Jorgensen with predictability measures for future resource allocation and density mapping. Jorgensen follows specific protocol for communicating incident reports and analysis to GDOT as identified below:

- » Report required information to the Area Maintenance Engineer
- » As directed by the Maintenance Engineer, report the required information to other agencies.

- » For traffic related incidents, report necessary information to GDOT claims office.
- » Input the reports/response correspondence into the project's incident management database for follow up action and permanent record keeping.

12. OPEN ROADS AND LANE AVAILABILITY

Jorgensen's Emergency Management Plan is fully integrated. Jorgensen meets regularly at regional TIM meetings and with Department emergency management personnel to receive any updates and revisions to this policy. Jorgensen has paired the key components of the Department's Open Roads Policy approach to incident Management.

- » Deploy resources to provide initial traffic control within 60 minutes of notification.
- » Full professional cooperation and teamwork with GSP ensuring motorists/personnel safety and expedited lane opening measures.
- » Provide traffic incident management documentation with itemized asset damaged reports.

13. GOVERNOR DECLARED EMERGENCIES

Governor declared emergencies result from weather events, specifically tropical cyclone storm systems, and snow/ice events. Jorgensen has a strong base of experience in responding to these needs with well-developed pre-event and post-event practices. Jorgensen understands that a variety of incidents may occur that could damage the District's roadways, structures, and facilities and that warrant emergency inspection. Jorgensen has developed procedures for emergency inspection as well as pre-event and post-event activities on roads and other assets throughout the assigned network. Jorgensen provides the Department with an emergency list or on-call emergency number for key project personnel. On-call personnel can be reached 24 hours a day, seven days a week.

14. APPROACH

The RAM program will introduce a new support facet into the existing incident management structure. The incident management process will become more streamlined and efficient when TIM personnel are alleviated of specific duties.

RAM Operators will offer an opportunity for the Department to provide rapid response in support of law enforcement with MOT. Typical response times during routine shifts should be less than 25 minutes. An appropriate operator response to an incident would be to arrive on scene in a timely manner and locate the scene commander. The operator should inform the scene commander of the program services if the commander is unaware of the service. The operator should then acquire all pertinent information regarding the incident including intended MOT and the estimated time of clearance. Once informed the operator should relay information the Dispatcher and then begin deploying traffic control as necessary. After MOT is in place the operator should update the Dispatcher on the new traffic conditions and then begin documentation procedures including photographs. When documentation has been completed the operator should follow up with the scene commander acquiring information on changes

in the situation, time of clearance, and additional needs of the RAM service. As the scene progresses the operator should provide continual updates to the dispatcher every 15 minutes or when conditions change. Additionally, the operator should assess the scene for asset damage and document accordingly with work orders for repair. Any extensive damage to the roadway or structures will be immediately reported to the dispatcher who will relay the information to GDOT District personnel. As each incident is unique, the operator may be required to provide additional services to expedite the clearing of the scene such as sweeping debris, applying absorbent materials on oil spills, placing cold patch asphalt, or assisting in containing hazardous spills. Once the scene has been declared clear by the scene commander the operator will be responsible for ensuring no debris remains in travel lanes, removing traffic control devices and notifying the dispatcher of clearance.

INCIDENT MANAGEMENT WORKFLOW. The below graphic is the workflow integrating the new RAM Program into existing GDOT structure. The workflow is broken into three phases initial response, on-scene, and after action.

